

Message Text

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ACTION IO-13

INFO OCT-01 NEA-10 ISO-00 AID-05 EB-07 OMB-01 TRSE-00

COME-00 SS-15 SP-02 NSC-05 L-03 CIAE-00 INR-07

NSAE-00 USIA-06 /075 W

-----040822Z 122504 /15

R 040710Z MAY 77

FM AMEMBASSY TEHRAN

TO SECSTATE WASHDC 2390

INFO USMISSION GENEVA

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E.O. 11652: N/A

TAGS: EAID UNDP IR

SUBJ: 24TH UNDP GOVERNING COUNCIL: UNDP REPORT ON ITS

FUTURE ROLE

REF STATE 086320

1. EMBASSY OFFICER DISCUSSED REFERENCE WITH BOTH UNDP RESREP AND DEPUTY RESREP. RESREP HAD SEEN AND DISCUSSED ADVANCE COPY OF THE REPORT WHICH HE BELIEVED WAS DRAFTED IN MARCH WHILE HE WAS ATTENDING CONFERENCE IN MANILA THE WEEK OF 10 APRIL. DETAILED BELOW ARE THE RESREP'S GENERAL COMMENTS ON THE ROLE OF UNDP FOLLOWED BY HIS AND THE DEPUTY RESREP'S RESPONSES KEYED TO PARAGRAPH 5 OF THE REFERENCE.

2. THE RESREP NOTED THAT, BEGINNING IN 1972 WITH THE ADVENT OF MULTI-YEAR PLANNING, UNDP HAD BEEN EVOLVING AS AN ORGANIZATION. HE BELIEVED THAT THE TIME WAS NOW RIGHT TO CONSIDER TWO FUNDAMENTAL QUESTIONS. FIRST, WHAT CAN AN ORGANIZATION SUCH AS UNDP BE EXPECTED TO ACHIEVE WITHIN THE OVERALL SCHEME OF DEVELOPMENT ASSISTANCE. SECOND, HOW CAN THE BASIC RESOURCE PROBLEM OF UNDP BE OVERCOME IN ORDER THAT IT MAY CARRY OUT THE ROLE WHICH IS DECIDED UPON FOR IT.

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3. THE RESREP NOTED THAT PREVIOUSLY ALL EVALUATION OF UNDP WAS DONE ON AN "INPUT" BASIS. HE DESCRIBED THE ADVANCE COPY OF THE UNDP ADMINISTRATOR'S REPORT WHICH HE SAW AS AN ATTEMPT AT "OUTPUT" ORIENTED ANALYSIS. THE RESREP CONSIDERED THIS AN UPLIFTING EXPERIENCE, ALTHOUGH NOT WITHOUT ITS PITFALLS. THE RESREP EXPRESSED THE HOPE THAT WHATEVER WAS DECIDED ABOUT THE FUTURE

ROLE OF UNDP IT WAS RECOGNIZED THAT LUMPING LARGE NUMBERS OF COUNTRIES INTO ONE "DEVELOPING" CATEGORY WAS SIMPLY NOT AN INTELLIGENT APPROACH TO DEVELOPMENT ASSISTANCE. HE STRESSED THE NEED FOR "HAND TAILORED" PROGRAMS FOR EACH COUNTRY, SUPPLEMENTED BY CAREFUL TRANSPLANTING OF SUCCESS BETWEEN COUNTRIES WHERE CAREFUL STUDY HAS SHOWN SIMILAR RESULTS ARE POSSIBLE.

4. RE PARAGRAPH 5A OF REFERENCE, THE RESREP EMPHASIZED THAT THE PROBLEM OF EVALUATION AND FEEDBACK IS ONE OF WHICH UNDP HAS BEEN AWARE FOR SOME TIME. HE NOTED THAT THE MAJOR DIFFICULTY IN FORMULATING A SYSTEM WHICH DEALS WITH THIS PROBLEM IS THAT THERE IS NO EVALUATIVE DATA BASE UPON WHICH ONE CAN DRAW. REGARDLESS OF HOW THIS PROBLEM IS SOLVED, BOTH THE RESREP AND DEPUTY BELIEVE THERE SHOULD BE A TWO-TIER SYSTEM. FIRST, AN ONGOING SYSTEM OF EVALUATION CARRIED OUT AS CLOSE TO THE POINT OF IMPLEMENTATION OF A PROGRAM AS POSSIBLE. SECOND, A LARGER PROGRAM OF EVALUATION WHICH SHOULD ADDRESS ITSELF TO THE QUESTION OF WHERE SPECIFIC PROGRAMS FIT INTO THE OVERALL AIM OF IMPROVING THE ECONOMIC SITUATION OF A COUNTRY. THE SYSTEMS WHICH ARE USED MUST BE SIMPLE AND EASILY UNDERSTOOD IN ORDER TO AVOID FALLING INTO DISUSE. THE EVALUATIVE PROCESS MUST NOT BE ASSIGNED TO A STAFF WHICH IS OUTSIDE OF OR GRAFTED ON TO EXISTING ORGANIZATIONAL STRUCTURES. IT MUST BE A WORKABLE CONCEPT AND NOT ANOTHER BUREAUCRACY CREATING IDEA.

5. RE PARAGRAPH 5B OF REFERENCE, BOTH THE RESREP AND DEPUTY REPEATED THEIR STATEMENTS MADE PREVIOUSLY TO THE EFFECT THAT COORDINATION FUNCTIONS WOULD IN IRAN BECAUSE THE ORGANIZATION OF THE GOVERNMENT OF IRAN PRACTICALLY DICTATES THAT THE VARIOUS LIMITED OFFICIAL USE

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SPECIALIZED AGENCIES SPEAK WITH ONE VOICE. THE RESREP SAW LITTLE THAT COULD BE DONE TO SOLVE THE COORDINATION PROBLEM AT UN HEADQUARTERS SHORT OF A SWEEPING CHANGE OF THE ENTIRE STRUCTURE OF THE UN AND ITS SPECIALIZED AGENCIES. HE COMMENTED THAT THE EXTENT TO WHICH THE RESREP FUNCTIONED AS THE TEAM LEADER AND SPOKESMAN FOR UN TECHNICAL ASSISTANCE IN A GIVEN COUNTRY WAS AS MUCH A FUNCTION OF THE HOST GOVERNMENT'S DESIRES AS ANY OTHER FACTOR. THE RESREP DESCRIBED THE UNDP AS "ACCOUNTABLE, BUT NOT RESPONSIBLE UNDER THE PRESENT ARRANGEMENT." HE SUGGESTED THAT THE ONLY WAY TO IMPROVE COORDINATION WITHIN THE UN HEADQUARTERS WAS FOR THE ADMINISTRATOR TO DEVELOP AN ARRANGEMENT WHICH REFLECTS THE PARTNERSHIP WHICH MUST EXIST BETWEEN THE UNDP AND THE SPECIALIZED AGENCIES WITHOUT ATTEMPTING TO PLACE UNDP IN UNDISPUTED COMMAND OF THE OTHER AGENCIES. THE RESREP NOTED THAT THE ADVANCE COPY OF THE

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ADMINISTRATOR'S REPORT WHICH HE SAW CLEARLY TRIED TO MAKE A CASE FOR A STRENGTHENED UNDP ROLE AND HE WAS IN FAVOR OF THIS AIM. THE RESREP ALSO NOTED THAT IT WAS THE FUNCTION OF THE ADMINISTRATOR TO HEAD OFF THE PROLIFERATION OF "ABSURDLY INDEPENDENT PROGRAMS" WHICH HAVE APPEARED IN THE PAST FEW YEARS.

6. RE PARAGRAPH 5C OF REFERENCE, UNDP'S ROLE DEPENDS ON THE COUNTRY. THE RESREP AND DEPUTY EMPHASIZED THEIR BELIEF THAT IT CLEARLY IS THE FUNCTION OF THE HOST GOVERNMENT TO FULFILL THIS ROLE. UNLESS THEY CHOSE TO ABROGATE THIS RESPONSIBILITY, IT IS LIKELY THEY WOULD RESENT A UNDP ROLE IN COORDINATION OF DEVELOPMENT. BOTH THE RESREP AND DEPUTY EXPRESSED CONCERN OVER WHAT THEY THOUGHT WAS A TENDENCY OF THE ADMINISTRATOR'S REPORT TO PUSH FOR A COORDINATING ROLE OF UNDP. THE RESREP WAS, ON THE OTHER HAND, VERY OPTIMISTIC ABOUT THE ROLE UNDP COULD PLAY IN ASSESSMENT OF THE DEVELOPMENT ASSISTANCE PROVIDED BY THE VARIOUS BILATERAL AND MULTILATERAL ASSISTANCE PROGRAMS IN A GIVEN COUNTRY. HE CITED HIS EXPERIENCE IN TUNISIA, NOTING THAT AN AD HOC ASSESSMENT OF THE FAMILY ASSISTANCE PROGRAM THERE POINTED OUT A SERIOUS DEUPLICATION OF EFFORT BY NO LESS THAN 17 DIFFERENT AGENCIES AND GOVERNMENTS.

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7. RE PARAGRAPH 5D OF REFERENCE, RESREP AND DEPUTY HAD LITTLE TO OFFER CONCERNING THIS SUBJECT. THEY NOTED THAT THE PRESENT UNDP GOALS OF A 14 PERCENT INCREASE IN PROGRAM COMMITMENTS AND

AN EXPENDITURE OF 2.45 BILLION DOLLARS OVER THE NEXT FIVE YEARS WAS PROBABLY AN IMPOSSIBLE GOAL. THE RESREP SUGGESTED THAT DEVELOPING A SYSTEM FOR SCALING DOWN PROGRAMS IN THE FACE OF RESOURCE SHORTFALLS WAS AS IMPORTANT AS THE QUESTION OF ACHIEVING MORE DEPENDABLE FUNDING.

8. RE PARAGRAPH 5E OF REFERENCE, BOTH THE RESREP AND DEPUTY RESPONDED TO THIS QUESTION WITH A RESOUNDING "YES". THE RESREP POINTED OUT THAT WITHOUT HIS FUND THERE IS NO REASON TO CONSIDER THE QUESTIONS BEING ADDRESSED IN THIS REPORT.

9. THE RESREP EXPRESSED A WILLINGNESS TO PROVIDE HIS REACTIONS TO THE ADMINISTRATOR'S REPORT AFTER HE HAS RECEIVED A COPY OF THE FINAL TEXT. PLEASE ADVISE WHETHER THERE IS ANY INTEREST IN RECEIVING THESE VIEWS.
MIKLOS

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Message Attributes

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